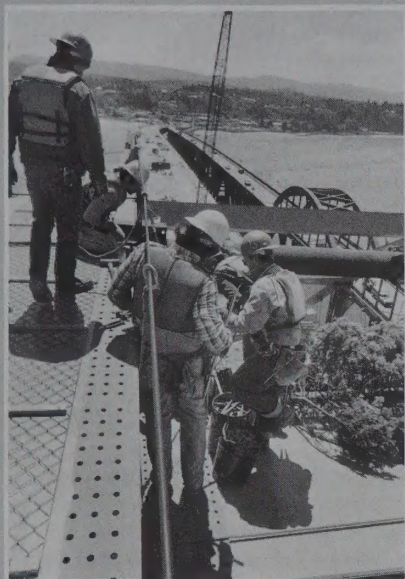


WHAT'S NEW



Deadline looms for Alsea span

Perched on top of the main span, construction workers push to meet a late-August deadline to finish the new Alsea Bay Bridge, the Highway Division's largest project of 1991. An Aug. 24 dedication ceremony is planned.

See story, page 5.

Forbes heads transport panel

ODOT Director Don Forbes has been elected to head the Western Association of State Highway and Transportation Officials new Standing Committee on Public Transportation, a group formed to share technical resources and experience to help improve public transportation services.

Forbes said, "Surface transportation today means more than just building highways. We have to have a balanced system that has public transit, highways and rail working well together. They must be connected to the airports and water transportation vital to keeping people and goods on the move throughout the western states."

At a WASHTO meeting in July in Bellevue, Wash., transportation officials from 17 western state agencies outlined problems and issues they believe face public transportation today:

- State and local governments are facing increasing demands for public transportation, in rural areas as in larger cities.

- States are paying a large share of public transportation costs compared to federal programs.

- States must help integrate public transportation with other transportation modes.

- States are expanding aid and assistance programs for local public transportation agencies.

WASHTO officials then created the Standing Committee on Public Transportation, and Forbes was unanimously elected chairman.

Restored



Randy Davis, team leader of the Highway Division's Region 4 Geology Crew, Bend, (left) and Russ Frost, project geologist, look over a reclamation site. The geology crew has been honored by the Oregon Department of Geology and Mineral Industries for its reclamation efforts that surpassed Oregon reclamation requirements. A plane table for survey work stands nearby. See story, page 4.

Cease tackles top DMV post

State Sen. Jane Cease, a Portland Democrat, has been named the new administrator of the Motor Vehicles Division. ODOT Director Don Forbes announced the appointment in mid-July.



Cease

Cease, who resigned her Senate seat July 31, succeeds David Moomaw, who earlier this year announced his plans to retire. Cease officially becomes administrator Aug. 1.

Forbes also announced that internal reorganization of the division will result in greater day-to-day responsibility for the current DMV deputy administrator, Jim Hunter.

"I am delighted Jane has agreed to join the team at ODOT. She is stepping into a vitally important position and comes with the highest recommendations from those most deeply involved with statewide transportation and DMV issues," Forbes said. "She is very much in tune with Oregon and Oregonians, which will be extremely important as we focus on customer satisfaction within DMV and ODOT."

Cease, a graduate of Tulane University in New Orleans, also attended the Claremont Graduate School in Claremont, Calif. She has been active in community service within Oregon since 1966. Before election to the Legislature,

she served as a research analyst and citizen participation coordinator, and worked for the Oregon Department of Environmental Quality. She was elected to the Oregon House of Representatives and later to the State Senate, serving a northeast and southeast Portland district since 1979.

She was a member of the House Transportation Committee in 1979 and was chair during the 1981-83 session; she chaired the Senate Transportation Committee during the 1985-87 session and was a member in 1989. She chaired the Senate Revenue Committee in 1989 and 1991.

Cease has been actively involved in

DMV issues during her legislative career, including work on major legislation to have DMV fees reflect costs to deliver service in 1983; the Classified Driver License system; and, in 1985, the culmination of a five-year effort to completely overhaul Oregon's motor vehicle code, the first such effort in more than 30 years.

She was a member of the National Highway Safety Advisory Committee from 1980-83, represented the state on the Multi-State Highway Transportation Agreement in 1985-87 and was 1982 recipient of the Oregon Transit Association's Transportation Champion of the year.

Civil rights 'fight' rages on

"The historical connotations for civil rights are still there, in that we have a responsibility to continue the fight that was put forth in the 60s and early 70s," said Bea Brooks, ODOT's new civil rights manager.

Formerly a regional manager for Adult and Family Services, Brooks now directs agency programs relating to equal employment opportunity, affirmative action, the disadvantaged business enterprise program and the emerging small business program.

As civil rights manager, Brooks is responsible for the development and implementation of department-wide civil rights policies. She intends to bring a sense of stability and consistency to the ODOT Civil Rights Section.

sistency to the ODOT Civil Rights Section.

Brooks said part of her job is to understand the department's overall mission—the services ODOT provides to the public and to its employees—and help the department achieve its overall goals. That will include an attempt to modify perceived narrow-minded behavior of individuals and groups.

"Hopefully, somewhere along the line, an attitudinal change will happen, but won't necessarily be something forced," she said. "Racial intolerance isn't an easy thing to understand or to overcome," she said, adding that sexism and

See BROOKS, Page 5

DIRECTOR'S COLUMN

Constants reassuring in era of change

By DON FORBES
ODOT Director

It has been said that it helps to remember where you came from—your roots. In this column, my first since my selection as director, I'd like to spend some time considering our organization's future by cherishing our past.

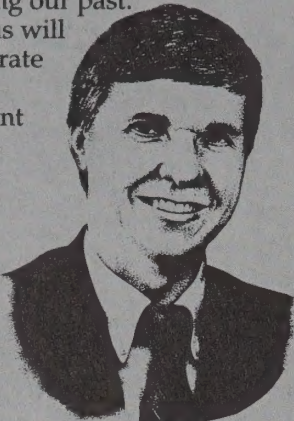
This month, many of us will travel to Waldport to celebrate the dedication of the new Alsea Bay Bridge. Our intent during the August 24 ceremonies is to honor the rich history of the old structure while recognizing the grace and strength of the new bridge.

It's our chance to celebrate more, though, than the structure itself. It's a time to realize just how far we've come since Conde McCullough, then state bridge engineer, designed the Alsea Bay Bridge and other major coastal bridges in the 1930s. While we all can point to things around us that have changed, we know some things are enduring.

A 500 B.C. philosopher, Heraclitus, once wrote, "Nothing is permanent but change."

Most of us would agree. In the past five years alone, many of our people who joined the department after World War II have retired. Others, including myself, have taken their places. Technology, of course, is another source of change. Just consider the widespread use of computers alone.

Changing ways of doing business, too, have a noticeable effect on our work lives.



ODOT itself will expand its focus by better integrating diverse transportation modes.

Sometimes change can be disruptive. I realize that's so. But I also know that, in this era of rapid change, we must set our own course and adapt—or risk falling behind. Robert F. Kennedy wrote in 1964: "Progress is a nice word. But change is its motivator. And change has its enemies."

What we're seeking is constant improvement. I'm pleased to say that in our organization in each of our divisions and in work teams throughout the state, I'm discovering

Sometimes change can be disruptive. I realize that's so. But I also know that, in this era of rapid change, we must set our own course and adapt—or risk falling behind.

individual and group success stories. One of the many is the years of cooperation with coastal citizens in building a new Alsea Bay Bridge.

When I think of the richness of our organization, one of the first things that comes to mind is the high quality of the people who work for ODOT. Happy, motivated and innovative people willing to consider new ideas are our strength, our single greatest resource. If we, as individuals, do good work, it's just a matter of time before our united efforts lead us to great achievements.

To me, Conde McCullough represents innovation at its best. He pioneered the form of the tied arch in the United States with his 1931 Wilson River bridge. It's a style in which the arch

risers over and is tied by reinforcing rods to the roadway rather than supporting it from beneath.

The man's forte was the ability to combine function, innovation and visual appeal. With the arch, McCullough paid his respects to nature, drawing the viewer more deeply into the bridge while crossing.

McCullough was genuinely concerned for the people he served, and that's largely why his work succeeded.

Within the Oregon Department of Transportation, we have the shared belief that, like

McCullough, we must strive for customer satisfaction in order for us to succeed in our work. That's critical in every community, whether we're building bridges, licensing drivers or pilots, or assisting trans-

sit districts. It's the broadest value that drives our efforts.

To best serve Oregonians and others who depend on our transportation system, we must acknowledge that employees are our most important asset. That means we must nourish within our organization an environment that promotes the safety and health of our employees, treats each person as a unique and contributing member, encourages open and honest exchange of views, and involves all who are affected in decision making. In short, we must work as an effective team—within ODOT and within the community.

Our journey into the future will demand constant improvement. We begin that journey fortified by the success of the past.

Letters



Deadline no problem

Tom Ragan,
Motor Vehicles Office Manager,
Motor Vehicles Division, Klamath Falls:

For the first time in many years, I had occasion to need the DMV this week, and I am compelled to write you to let you know what a pleasant experience it turned out to be.

My nephew, Corby, has been living here while his father is stationed in England. Corby needed to get his driver license before returning to England this summer, because he cannot get a British license without first having a U.S. license, because he is not a British citizen. When I took him into your office, we found your regulations required his father's authorization before Corby could take the driving portion of the test. That posed a problem because he had left this matter to the last minute before returning to England, and we did not have time for a letter to get from here to there. We then were told that you could accept a FAX authorization, and so we made the necessary calls and got my

brother's authorization via FAX (what did we do before FAX machines?).

When it was time to schedule the driving test, your schedule was full, but your ladies squeezed him in because of our time crunch. The man who gave this nervous kid his test was kind and patient as well.

I am still amazed at how friendly, courteous and helpful your staff was to us through it all. None of our problems were their fault, but instead of shrugging their shoulders and letting me figure out what to do, they bent over backward to help. None of them will ever know how much Corby and I and his father appreciate what they did.

The next time I hear someone griping about rude or uncaring DMV staff members, I'll be the first to rise to the defense. Your staff deserves a tremendous attagirl and attaboy.

WENDY GORDON
Klamath Falls

Nearly flat out of luck

Don Forbes,
ODOT Director, Salem:

I just returned from a harrowing experience on the Banfield Freeway. Mid-morning, I had a front tire go flat, and I had to pull over, ruining the tire. I waited for a police car, daring not to change tire without help.

Finally a large, orange Oregon Department of Transportation truck came by and pulled up beside my vehicle. The driver, Ruben Cardenas, immediately set out flares and helped me change the tire. It's the first time I've had a flat in at least 30 years, and the tires had less than 10,000 miles on them.

I appreciate the kindness Ruben

extended to me and he is a great credit to the state of Oregon.

HANS RUNNING
Beaverton

(Cardenas is a highway maintenance specialist with the District 2B highway maintenance crew, Clackamas. —Editor)

Unafraid, involved

Don Forbes,
ODOT Director, Salem:

This winter, I had an accident on the freeway west of Pendleton that could have been a major disaster had it not been for the quick actions of two members of a state landscaping crew and several civilians.

While pulling a trailer full of lumber, it began to whip. The landscape crew of Cindy White and Bob Biddle became aware that all was not going well for me. Realizing a major disaster could be unfolding, they blocked traffic behind me while following at a safe distance until I either lost control or gained it.

Lucky for me, the major part of the load fell on the freeway in one pile and brought the trailer to a halt. Immediately, Bob started flagging traffic, which was heavy at the time, and Cindy not only consoled me but helped two other fine gentlemen load the lumber back onto the trailer.

While this was taking place, two Oregon State Police vehicles drove by, but seeing that everything was being taken care of by capable people, they drove by. It's nice to know that there are employees working for you who aren't afraid to get involved, even though it can mean extra work and sometimes putting themselves in a dangerous spot.

Cindy and Bob deserve an attaboy and thanks for preventing what might have been a major pile-up.

CARLA WINDHAM
Pendleton

(Biddle is a highway maintenance specialist

and White is a highway maintenance worker with the District 12 Landscape Crew, Pendleton. —Editor)

Put library on the map

Terry McArtor,
Assistant District 12 Manager,
Highway Division, Pendleton:

This is a letter of thanks for the library directional signs that are posted on the corner of U.S. 395 and Coe Avenue. There were a number of people who have lived in this town for anywhere from three to five years who did not know where the library was located. Hopefully now that these signs have been erected they will now be able to find us.

SANDY SEIBEL
Librarian, Stanfield Public Library

(More Letters, Page 6)



ODOT NEWS

OREGON TRANSPORTATION COMMISSION
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Letters policy

Via accepts letters sent to: Via Editor, 140 Transportation Building, Salem, OR 97310. All letters are subject to editing for space restrictions and must carry an address and telephone number for verification.

All letters that address issues relevant to ODOT or the Oregon Parks and Recreation Department will be considered.

Award process altered

With most new products, there is a shakedown period—bugs to be worked out—during the start-up phase.

The same could be said for the Director's Award, the new department-wide employee-recognition program.

The Director's Award, which carries a cash payment of \$250 to selected individual and team members, was established as a thrice-yearly program to recognize employees who best exemplify the department's values. The first winners were announced in May.

But a subcommittee of the ODOT Management Team, meeting to address issues that surfaced after the first selections, modified the Director's Award. Those changes include:

- The awards will now be presented every six months, in December and June, rather than three times per year.

- Nominations for the December awards will be opened in October. Nominations for the June awards will be opened in April.

- One rotating representative from the ODOT Management Team will be added to the Director's Award selection committee, but will not chair the committee.

Winners will be selected based on their exceptional service to the public, ability to communicate well, pride in employees, and quality management practices. Management Team members agreed that a nominee could win the award if he or she was outstanding in only one area, but at least average in the others.

Tips and writing guidelines for ODOT employees wishing to submit a nomination, along with award presentation tips for managers and supervisors, soon will be distributed widely.

Researcher heads for capital

Marty Laylor, a senior research specialist with the Highway Division's Materials Testing Laboratory, Salem, has been selected for a year-long assignment in Washington, D.C., to work with the Strategic Highway Research Program, or SHRP.

Laylor, who was scheduled to leave for the nation's capital Aug. 1, will be assigned to SHRP's concrete and structures program. Specifically, he will manage research contracts for a series of projects that deal with cathodic protection, corrosion inhibitor injection, and electrochemical processes for arresting the corrosion of steel in concrete.

Cathodic protection is simply electrifying bridges. It involves sending an electrical current through bridges to deter the corrosion of rebar, or steel reinforcement, in concrete that's exposed to saltwater or salt air.

A bridge is first sprayed with a coat of zinc and then wired so a continuous electric current can run through it. The zinc coating corrodes instead of the steel. After the zinc coating corrodes, in about 20 years, another coat is applied to continue the protection.

The new cathodic protection method is estimated to extend the life of concrete bridges up to 100 years. The anti-aging treatment—applied to the Cape Creek Bridge earlier this year, for example—could save the Highway Division hundreds of millions of dollars in bridge maintenance and construction costs over the next century.

As the steel corrodes, it swells, cracks the concrete and accelerates the deterioration process.

The deterioration process that inevitably kills concrete bridges on the coast is well under way on the



Marty Laylor, senior research specialist (right), inspects a test piling from the Yaquina Bay Bridge for corrosion after it had been subjected to saltwater. With him is Gary Barquist, Physical Test Crew leader.

Alsea Bay Bridge, Waldport, for example. Saltwater forced its way through cracks in the concrete and rusted the

underlying steel reinforcement. The new bridge is scheduled to open later this month.

Managers examine, expand teambuilding

The teambuilding process and progress came before the Highway Division's policy-setting R-Team in July.

The management team:

- Agreed that region engineers will work with Cathy Nelson, performance measurement manager, to determine which work teams should be included in the next phases of teambuilding. The R-Team will decide in September how best to implement the next phase as the program expands to include different types of work groups.

- Emphasized that data-processing support from the Automation Section is vital to accurately, quickly and reliably analyze performance data, so work teams can get current feedback on their performance.

- Chose to reconsider a proposal to establish a performance specialist posi-

tion in each region and branch. In the meantime, Nelson will work with ODOT Personnel Services to develop appropriate job descriptions and with the Motor Vehicles Division to determine its approach to supporting performance measurement.

- Agreed to establish a quarterly reporting system on performance measurements and incentives. Region engineers and Duane Christensen, project development engineer, will begin reporting in October on teambuilding issues.

In August, management teams from the Highway Division's regions and branches will present the R-Team with the strategies each team is using to meet its goals. "The meeting will give us all a better understanding of where everyone is headed," said Bill Anhorn, deputy state highway engineer. "We need to

understand each other's strategies and how we got there. The strategies define in practical terms how to get where we want to go."

In other business, Judy Gregory, ODOT assistant director for administration, led a discussion on the department's Career Development Program. The Central Services Division has

funding available to help develop multi-skilled workers, she said.

Central Services will promote the program internally after various issues are resolved, including how to move people and funding across divisions and how to charge jobs appropriately. Gregory will report to the R-Team quarterly on the Career Development Program.

NEWS BRIEFS

Traffic Safety becomes sixth ODOT division

Gov. Barbara Roberts on June 30 signed into law a bill that transferred the Oregon Traffic Safety Commission to ODOT.

Joint policy and transition committees are determining how best to consolidate their shared programs, where effective. While streamlining and improving transportation safety efforts is key to the merger, the transition is not expected to translate into reductions in staff levels.

Troubles?—EAP counseling may offer cure

ODOT has entered into a contract with a new employee assistance program provider, Maschhoff, Barr and Associates, effective July 1.

The contractor offers counseling services for dealing with family problems, alcohol and drug abuse, financial concerns, depression, stress and other issues. The initial assessment and evaluation are provided without cost. The EAP provider's 24-hour phone number is 1-800-523-5668.

Lawmakers fund covered bridge repair

The 1991 Legislature set aside nearly \$500,000 in state funds to be used during the next two years for preservation of Oregon's 52 covered bridges. That money includes \$250,000 in state lottery funds and \$220,000 in highway revenues.

The legislative bill continues bridge maintenance and rehabilitation that has been in effect since 1989. Since then, 30 covered bridges in eight Oregon counties have benefitted from the program. Oregon has more covered bridges than any other state west of the Mississippi.

Coastal views reclaimed

Original scenic coastal views along 15 miles of U.S. 101 on the southern Oregon Coast, obscured by trees and brush during the last several years, are being restored as a result of a new vegetation management program created by the Highway Division.

Sections of the scenic coastal highway in Curry County, between Gold Beach and Brookings, are being selectively thinned by contractors to reclaim original vistas and landmarks now overgrown. A contractor was hired to selectively thin trees and brush, restoring ocean views at six sites in areas between Pistol River and Thomas Creek, according to Paul Mather, District 7

manager, Coos Bay.

The area of the highway roadside is the first to receive this type of vegetation management, Mather said. Thinning vegetation to reclaim views of the coastline and natural landmarks is one method being used to visually enhance the coastline. It's part of a larger corridor planning study created when local citizens asked the Highway Division to restore ocean view from the highway.

The contractor will remove all cut material so it's not visible from the highway or Coast Trail.

Mather said if the pilot project is successful it could be expanded to other sections of Oregon coastline.

Volkssport walks enter parks

Take a hike, Oregonians.

That's the hope of the Parks and Recreation Department and the Oregon Trail State Volkssport Association, as they have designated hiking trails at eight Oregon state parks, published trail maps and marked each route with volksmarch trail markers. Volkssports—commonly referred to as volksmarches, volksswims and volkswalks—are non-competitive, recreational walking, swimming, bicycling and cross-country skiing events.

"Although the program was designed specifically for members of the Volkssport organization, anyone may obtain information and walk the designated routes," said Monte Turner, Parks' public relations manager, who coordinated the project.

Turner said the project also required cooperation from Parks' volunteers, local merchants and REI Outdoor Gear and Clothing, which covered promotion and printing costs. Many of the park managers had park hosts, friends groups or nearby businesses distribute route maps and materials, he said.

The eight volkssport walk sites provide a diverse sampling of Oregon's

natural features:

■ Crown Point State Park, 25 miles east of Portland, overlooks the Columbia River Gorge;

■ Deschutes Recreation Area, 17 miles east of The Dalles, is situated at the juncture of the Deschutes and Columbia rivers;

■ LaPine State Park, 27 miles southwest of Bend, straddles the Deschutes River in the high desert Oregon heartland;

■ Fort Stevens State Park, 10 miles west of Astoria, lies at the northern tip of the Oregon coast at the mouth of the Columbia River;

■ Shore Acres State Park, 13 miles southwest of Coos Bay, lies on the southern coast at the site of a former private estate;

■ Silver Falls State Park, 26 miles east of Salem, is located in the Cascade foothills among forests and creeks;

■ Stewart State Park, 35 miles north of Medford, borders Lost Creek Reservoir in southwestern Oregon; and

■ Wallowa Lake State Park rests in the Wallowa Mountains of northeastern Oregon.

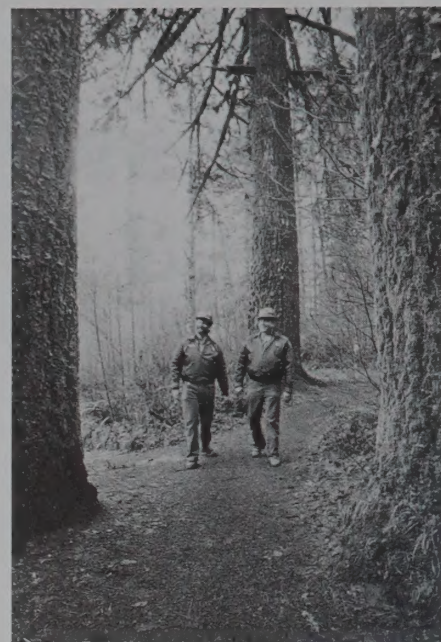
A brochure available from Parks or

the Volkssport association describes the walks and the seasons they are open—generally from mid-April through September or October. All walks are free. Walkers may purchase certificates of completion and Volksmarch pins from the Volkssport association.

Trails range from 10 to 14 kilometers (6.2 to 8.7 miles). Course difficulty ranges from paved trails over level ground, to rough-terrain paths with steep hills. Participants are advised to wear comfortable shoes and carry water.

For more information, call the Oregon State Trail Volkssport Association at 538-8616 weekdays or 538-7462 evenings, send a self-addressed, stamped business envelope to P.O. Box 437 Newberg 97132, or call the Oregon State Parks office, 378-6305.

The Oregon Trail State Volkssport Association provides administrative support to 32 Oregon volkssport clubs with approximately 1,500 members. More than 65,000 individuals participated in 128 events statewide during 1990.



Richard Walkoski (left) and Gary Schmidt of the state Parks and Recreation Department stroll along a trail at Silver Falls State Park, Sublimity, one of eight state parks with volkssport trails.

People come and go, but values unchanged

In times of change, some things stay the same.

So it goes with the department's mission, values and goals, according to a member of ODOT's Management Team.

John Elliott, assistant director for strategic planning and communication, Central Services Division, said that while the Transportation Commission recently adopted a revised ODOT mission, values and goals document, with specific objectives, they have changed only in an evolutionary way within the past year. The overall targets remain

'Employees will find many of the values are familiar, such as striving for customer satisfaction and protecting the health and safety of employees.' —John Elliott

unchanged.

The original document "Targeting the 90s" was crafted by ODOT's Management Team, composed of division administrators, assistant directors and the department director.

"While the department director and new DMV administrator are in the midst of change, and we have added a new Traffic Safety Division, the agency mission has not changed," Elliott said. "The

new version expands many features of the original but adds more specifics. It provides a sense of direction for ODOT."

The revised version of "Targeting the 90s" states that ODOT's mission "is to provide leadership and vision in the development and management of a statewide transportation network that:

■ Provides efficient access to Oregon for citizens, visitors and businesses.

■ Ensures the safety of transportation system users.

■ Enhances Oregon's competitive position in national and internal markets.

■ Maintains and enhances the livability of Oregon."

"Employees will find many of the values are familiar, such as striving for customer satisfaction and protecting the health and safety of employees and the public," Elliott said.

The document further states that ODOT values open and honest exchange of views and participation of all those who are affected in decision-making. It stresses that employees are the agency's most important asset and that each person is unique and a contributing member. The organization seeks diversity in people and will not tolerate racial or sexual harassment. ODOT targets excellence as the standard for work quality, tries to give the most benefit for the public dollar—with every employee accountable for wise use of public funds, and sees part of the job as protecting Oregon's natural beauty and quality of life.

How will the department measure success?

"We'll look at the number of communities with air service, freight and passenger rail service. We want to improve the state's safety ranking, and we want to have 90 percent of our highways in fair or better condition. We want to provide access for Oregonians in rural areas and also have urban mobility in the cities, through public transit, light rail and highways management."

The document sets goals in transportation leadership, system development, safety, customer satisfaction, human resources management and development, and using resources efficiently.

"There are specific objectives to help us meet each of those goals," Elliott said. "For example, in safety we have created a Traffic Safety Division and are developing a comprehensive traffic safety program."

Copies of the complete mission document are being distributed to agency supervisors, to make them available to their employees.

Citizens pick up litter

Civic and community organizations are helping clean up Oregon roadsides in the Highway Division pilot program, Adopt-A-Highway.

With the aid of highway maintenance employees, volunteers pick up litter and debris. The groups are provided reflective vests and garbage bags, and will remove litter along a designated section of highway at least four times a year. A sign identifying the group and recognizing the group's contribution is placed at either end of the section of roadway a group adopts.

Rowland Roberts, Oakridge highway section supervisor, said a local Lions Club got involved in the program earlier this year. The group collected about 50 bags of litter and loose debris, literally "a mountain of trash," he said. The Oakridge Lions Club, which adopted five miles of Oregon 58 west of town, expected to work evenings and weekends, Roberts said.

Contact Sharon Cumbie, Highway Operations, Salem, at 378-6528, for more information.



Neal Moxley, a sign technician, holds an Adopt-A-Highway sign.

Agency honors Bend geology crew

The Region 4 Geology Crew, Bend, has been honored by the Oregon Department of Geology and Mineral Industries for its reclamation efforts.

Their work surpassed Oregon reclamation requirements on six projects during 1990, including two areas that were exempt from the reclamation requirement.

The Department of Geology and Mineral Industries oversees the Mined Reclamation Program, which is designed to prevent the unsightly landscape normally associated with abandoned and derelict mines. Reclamation work consists of stockpiling topsoil at the start of operations, shaping and smoothing the site when material extraction is complete, and then spreading the topsoil over the site. After that comes the plant-

ing of grass and occasionally shrubs.

Randy Davis, team leader of the Region 4 Geology Crew, said his work team has shaped public perception. "People look at Oregon as their state park and

don't look friendly upon surface mining," he said. "Ultimately, we gain the public's trust when they look at sites when we're done reclaiming them and see we don't leave a scar on the land."

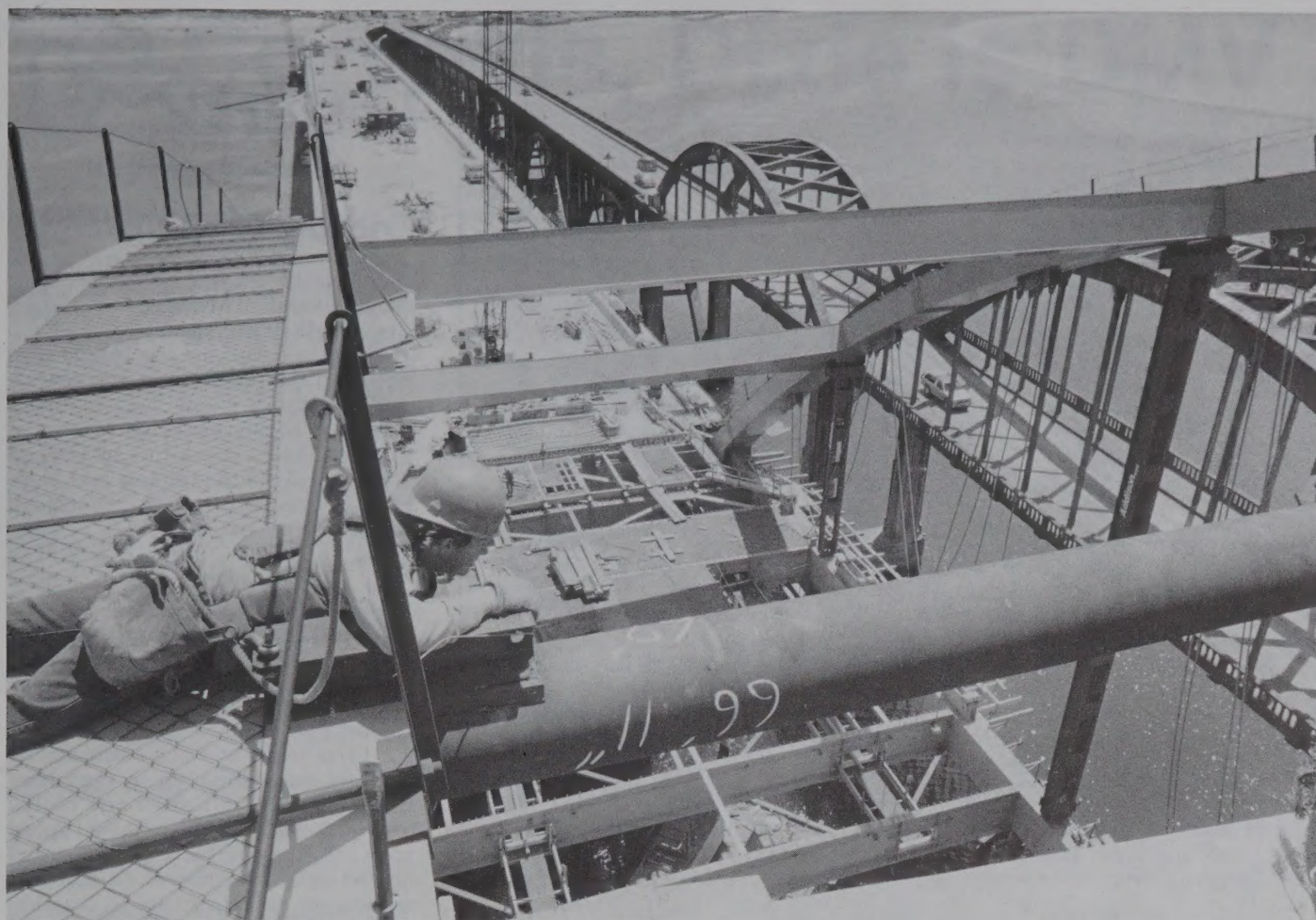
Students explore engineering

Project managers have acted as mentors for young engineering prospects during the past several months through the Summer High School Engineering Program.

On Aug. 13, the students and managers from throughout Oregon will gather in Salem to share their sum-

mer experiences, learn about engineering careers and hear what the Highway Division has to offer as a potential employer, according to Kelly Bese, a program assistant with ODOT Employee Development, Salem.

The program is targeted at women and minorities, she said.



A General Construction employee on the main arch of the new Alsea Bay Bridge looks to the deck below him. The original bridge, still open to traffic, is visible in the background.

HISTORY

AUGUST 1986

■ The so-called insurance crisis produced a "vast deceleration of aircraft fleet sales," an aging aircraft fleet and a seemingly relentless strain on the Aeronautics Division's finances.

■ ODOT and 18 other state agencies jointly contracted with Cascade Counseling Center to provide professional, confidential and individualized counseling for employees. The program replaced the department's former employee assistance program, which was conducted largely through management referral.

■ A surge of Expo '86-bound travelers passing through Oregon was detected by Highway Division port of entry recorder locations and Oregon state park visitor counts.

■ A court case involving the Highway Division put contractors on notice that laws regarding minority-, disadvantaged- and women-owned businesses must be strictly complied within Oregon.

AUGUST 1981

■ The interstate system turned 25. The Federal Aid Highway Act, signed by President Dwight Eisenhower in 1956, eventually made it possible to drive coast to coast without encountering a traffic light or stop sign.

■ The first ultralight aircraft in Oregon was registered by the Aeronautics Division, setting a national precedent by recognizing ultralights as legitimate aircraft.

■ Then-State Highway Engineer Scott Coulter said that congressional and legislative actions might alleviate the layoff of 300 employees in the engineering and allied classifications.

■ The Parks Division contemplated the closure of three Oregon state parks in the wake of a 10 percent reduction in the agency's recommended budget. Also considered were a restructuring of the field organization and reductions in Salem headquarters staff.

Bridge workers race toward deadline

By mid-July, the completion of the Alsea Bay Bridge project, the Highway Division's largest project of 1991, was in sight.

Construction workers are under deadline pressure to finish the three-year job before the scheduled late August dedication. The contractor, General Construction of Seattle, made significant progress in the past several weeks, according to Phil Rabb, project manager. Most of the final work involves placing the concrete deck slab and the latex concrete overlay, and installing steel traffic rails, pedestrian rails and lighting.

A ground-breaking ceremony for the \$42.4 million Alsea Bay Bridge was held July 25, 1988. If all goes as planned, three years, one month and one day following that momentous event, the new bridge will open to traffic. Rabb said a primary goal is to have traffic on the new span in time for the dedication ceremony, set for 10 a.m. Saturday, Aug. 24. General Construction is working extended hours to meet that target.

Then comes the demolition of the old Alsea Bay Bridge. Built in 1936 at a cost of \$778,000, it will fall with the ignition of explosives, collapse into Alsea Bay, then be recovered piece by piece. After fishing and environmental agencies reviewed the method of removing the old bridge, experts concurred the impact on local fishing will be minimal. Ron Morford, General Construction's project manager, said demolition work will start immediately after the new bridge is opened and take about three to four months to complete. The debris will be trucked to the South Lincoln County Landfill.

More bridge-related construction will remain for the construction crews, however, after the bridge opens and the old bridge goes down. That includes work on the waysides north and south of the bridge, and the Alsea Bay Bridge Historic Interpretive Center, designed to explain the historic role of transportation on the coast. The center is scheduled to open in October.

Aero on trade mission

An Oregon trade mission to Airshow Canada, Aug. 7-11 in Abbotsford, B.C., is being organized by ODOT's Aeronautics Division.

The division and as many as eight Oregon aviation businesses will share the expense of the trip.

The group has reserved a 10-foot by 20-foot booth in the U.S. Pavilion. The booth will feature displays designed to promote Oregon's aviation industry, business opportunities and quality of life.

More than a dozen nations and 200 businesses are expected to participate in the trade exhibit.

Also featured will be a world-class air show expected to draw an audience of 300,000 visitors. Airshow Canada, held every two years, is considered by aviation buffs as one of the top international air shows in the world.

Abbotsford is 44 miles southeast of Vancouver, B.C., near the U.S. border.

Road deaths down 16%

Fewer people are being killed on Oregon's roadways.

Traffic fatalities were down 16 percent as of July 23, 1991 compared to the same period in 1990, accounting for 39 lives, according to Larry Christianson, transportation safety coordinator.

That news is particularly encouraging, he said, as the number of vehicle miles traveled in Oregon increases by approximately 4 percent each year. Christianson attributed the improved safety record to Oregon's mandatory safety belt law, among other safety initiatives.

Brooks envisions equality

(Continued from Page 1)

prejudice over sexual orientation is also a concern.

Brooks' background includes several years with the Seattle Community Development Department where she was director of a multi-million dollar urban renewal project working with construction and public improvement issues. She was the first black woman in Seattle to work in the urban renewal program and to manage an \$18 million a

'Racial intolerance isn't an easy thing to understand or to overcome.'

—Bea Brooks



year project, she said. While working in Seattle, she created joint ventures in which minority and majority contractors pooled their resources to complete projects. Brooks said she intends to look into establishing similar ventures in Oregon.

She also wants to "really get the message out" as to what the disadvantaged business enterprise program is all about. "I want to say to both the prime contractors and the disadvantaged business enterprises that this office is going to hold you accountable for your commitments," she said.

While the Civil Rights Section is interested in a number of external programs, it also has an internal responsibility to support cultural diversity and battle racial and sexual injustice.

Brooks said top-level ODOT managers have a responsibility and an obligation to be accountable for how their sections operate in those areas. "Our role is to help them in terms of recruitment, training and problem resolution, and to work as a partner with them to accomplish the goals of the agency," she said.

Brooks hopes to overcome the historical perception that the department is dominated by white males. "But remember that construction work has always been male-dominated. The fact that it's white male-dominated has to do with the history of the country and the racism which has historical and cultural roots," she said.

That's changing, she said, but added that she doesn't think ODOT will ever have a predominately female work force. "It's not the nature of the business. Construction is basically a male function, culturally and economically." On the other hand, Brooks said there are good female and black engineers and "we ought to be trying to hire some of the better ones."

In general, Brooks said, it's her job to target those places "where changes can be made and to ensure that those affected will understand that it's an investment in which they'll get a return. I think we all lose when any segment of society is alienated, is not involved, cannot economically support themselves because there are no jobs available. We all pay for that. We pay for it through the prisons, we pay for it through crime and poor education. We simply weaken our entire structure," she said.

"We all have to make an investment in each other in order to reap the rewards that this country promises."

Rough ride



A car makes its way down the Roosevelt Coast Highway, now U.S. 101, in this 1913 photograph. In that year, the Oregon State Highway Department was formed and the state's transportation system had no paved sections of road outside of Multnomah, Clatsop and Jackson counties. Gravel roads were rough and narrow, and there was no continuity in roadways from county to county.



Ron Chassie, Tom Neunaber and Chris Dunn (from left) of the Federal Highway Administration discuss the Wilson River Highway slide before cleanup began.

Slide damage nearly fixed

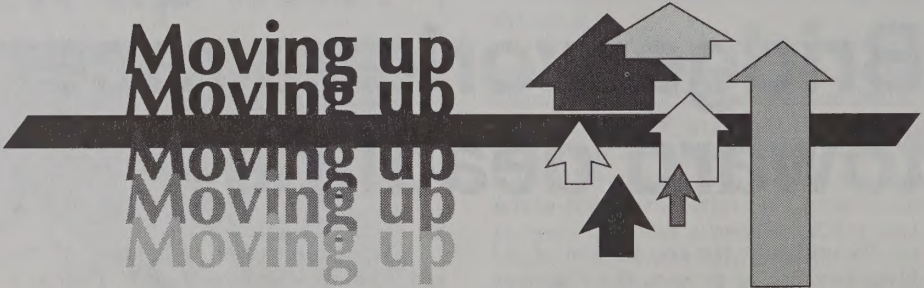
Landslide cleanup and repair of the Wilson River Highway is proceeding on schedule, with efforts now focused on repairing the roadway.

The roadway—also known as Oregon 6—was completely blocked in April when a mudslide buried the highway about 31 miles east of Tillamook.

"The roadway was damaged in several locations, requiring more than just an asphalt overlay," said Kathy Conrad of the Highway Division's Region 1, Milwaukie. Because some areas require complete road reconstruction, one-way traffic is being maintained through that corridor with a pilot car.

The contractor responsible for cleaning up the slide has eased its previous work schedule of from seven days a week to week-only, partly to accommodate summertime traffic.

Two-way traffic was expected to be restored by late July or early August. Conrad says the federal government is paying for most of the \$3.5 million slide repair project.



Highway Division

Victoria Freeman, engineering specialist 1 to engineering specialist 2, Klamath Falls.

Richard Garrison, associate transportation engineer to transportation engineer 1, Salem.

Merle Hill, transportation engineer 2, Troutdale, to supervising transportation engineer D, Portland.

Robin Leighty, engineering specialist 1, Ontario, to environmental program coordinator, Salem.

Michael Ray Lick, engineering specialist 3, Klamath Falls, to associate transportation engineer, Roseburg.

Mary Martini Wright, transportation engineer 2 to supervising transportation engineer D, Salem.

Kathleen McConnell, office specialist 1 to engineering specialist 1, Salem.

Donald McLane, transportation engineer 1, Roseburg, to transportation engineer 2, Eugene.

Michael Potridge, engineering specialist 1 to engineering specialist 3, Klamath Falls.



Kathleen McConnell
Engineering Specialist 1
Highway Division
Salem

Motor Vehicles Division

Denise Akin, motor vehicle office manager 1, Portland (Lloyd Center), to motor vehicle office manager 2, Northeast Portland.

Dale Beeman, motor vehicle representative 1 to motor vehicle representative 2, Grants Pass.

Kevin Koeper, motor vehicle representative 2, Brookings, to motor vehicle representative 3, Grants Pass (Driver Control).

RETIREMENTS

Arnold Bice, transportation engineer 2, Highway Division, Salem, retired in July after 35 years of service.

Arthur Dean, transportation engineer 1, Highway Division, Salem, retired in July after 28 years of service.

Ronald Froebe, right of way agent 1, Highway Division, Portland, retired in July after 25 years of service.

Gareld Iverson, highway maintenance assistant supervisor, Highway Division, Maupin, retired in July after 30 years of service.

Melvin Olsen, transportation engineer 1, Highway Division, Salem,

retired in July after 20 years of service.

Randall Ralls, right of way agent 1, Highway Division, Roseburg, retired in July after 11 years of service.

Justin Vincent, transportation engineer 2, Highway Division, Salem, retired in July after 38 and one-half years service.

Albert Wenzel, heavy equipment mechanic 1, Highway Division, Salem, retired in June after 21 years of service.

LuVerne Zent, heavy equipment mechanic 1, Highway Division, Salem, retired in July after 39 years of service.

Letters

(Continued from Page 1)

Friendly Oregonians

Dick Unrein,
Bikeway Program Manager,
Highway Division, Salem:

Having completed our bicycle tour, we found the publications you sent us really helpful. Not only that, we cannot speak too highly of the courtesy and patience shown toward us by Oregon drivers, and the friendliness and helpfulness of people generally. I'm sure we will be returning one day.

BRENDA BORRON
Saanichton, British Columbia

His job to help

Dale Allen,
Region 4 Engineer,
Highway Division, Bend:

I was on my way home with my 17-year-old granddaughter in early June when my car overheated and boiled over just outside of Brothers. As I am 64 years old, I put the hood up and looked helplessly at the green fluid that was running all over the roadway, wondering what to do as the cars whizzed past.

Within minutes, this young man stopped and inquired about the trouble. He was in an official-looking orange pickup truck, and I was glad to see him. He immediately took command of the situation, and took the car to a shop close by and, in about an hour, the car was good as new, working perfectly. And he wouldn't take any money. I tried to reward him some way, but he refused.

The man—his name was Mike James—said he was doing his job. I never knew such jobs existed in this day and age, but I am forever grateful.

JUNE JINKS
Fruitland, Idaho
(James is a highway maintenance specialist with the Brothers highway maintenance crew.—Editor)

Tools of the trade

Marty Havig,
District 6 Manager,
Highway Division, Roseburg:

I received my address book from your office in today's mail. It apparently had fallen out of my car or pocket at the Wilbur Scales rest stop north of Roseburg. I cannot thank you enough for finding and returning the book, as it had names and addresses that were written down nowhere else. Some of the information would have been nearly impossible to recover. The book is essential for me to conduct my business.

The kindness and care you have shown me was far above and beyond the call of duty.

LYNN SHARP
Environmental Consultant
Milwaukie

Employee pride

Wayne Cobine,
Office of Operations, Maintenance and Construction Manager,
Highway Division, Salem:

We would like to tell you how much we appreciated the help of one of your employees, Fred Lucht. Late one summer afternoon, we were driving on the highway 15 miles east of Pendleton when our radiator hose blew up.

Fred was kind enough to stop and assist us in locating another hose. If he hadn't helped us, who knows how long we would have been stranded. His kindness and helpfulness certainly made our trip to Oregon more pleasant. You can be proud to be employing a person of his caliber.

MR. AND MRS. HOWARD
DONDEVILLE
Morton, Ill.

PROFILE: DIXIE GREEN

In Corvallis, Dixie is DMV

By ANDY BOOZ
Managing Editor

If you have business with the Corvallis DMV, just remember to ask for Dixie. After 22 years with the office, Dixie Green literally is the Corvallis DMV.

Instead of driving to the Motor Vehicles Division office with their DMV questions, people stop her in the grocery store or phone her at home. Dixie can bend your ear with stories that illustrate how her personal and professional lives blend, but there's logic behind her reputation. In her DMV career as a motor vehicles representative, she has treated her customers with compassion and grace.

To use her words, "You're either cut out to work with the public or you're not. You've got people who either prefer a desk job or to work with people. And if you want to be a counter person at

'If you just allow time, you can solve the person's problem and both of you will feel better for it.'
—Dixie Green

DMV, you've got to like public contact. You've got to be patient, yet firm."

For Dixie, patience is a learned character trait.

"It just takes a little extra time. Because our jobs are repetitious, sometimes you can repeat yourself and people will understand. But if you're working with an older person, just stopping to take a moment helps. Maybe the customer just didn't hear the question. If you just allow time, you can solve the person's problem and both of you will feel better for it."

Her attitude shift is one of the changes she's seen in herself and with DMV operations since she joined the agency in 1968. Back then, the Motor Vehicles office shared a building with the Highway Division and Oregon State Police. "One-stop shopping," Dixie calls it.

But the office was crowded and understaffed. Lines of customers would round the building, and conducting DMV business required infinite patience. When the office moved eight years ago, it gained needed storage space but required permission from the adjacent movie theater to use its parking lot for motorcycle drive tests. By splitting DMV from the Oregon State Police and Highway Division offices, Dixie lost a sense of security and mutual support she felt with the combined state offices.

The Corvallis staff has since grown

from two to nine, including a mixture of full- and part-time positions. While that has lowered customer wait times, she considers Motor Vehicles' goal of providing customer service within 15 minutes just that: a goal. "When we have a busy day, we can try to achieve our goal, but there's no way you can cover all the bases—the counter, drive tests and everything else," she said. While she believes DMV now serves its customers better than in the past, she concedes that, as with any service industry, there's always room for improvement.

Since the 1960s, Motor Vehicles has changed both in its physical appearance and its business philosophy, she said. "We've gotten away from the Gestapo image." Driver examiners wore uniforms that mimicked police; now DMV

Working within the bureaucracy also has frustrating moments. When Dixie once called the Salem headquarters with a question and found herself transferred a half-dozen times, she suggested DMV create a publication that details which work unit to call for answers to specific questions. She was mailed an application for her to make an employee suggestion. Six months later, she received a \$100 U.S. savings bond for her idea.

For Dixie, the experience was not pleasant.

"Now it shouldn't take an act of Congress to get good ideas implemented," she said. "Maybe they had a legitimate reason for not having used my idea in the first place. But I think we waste a lot of money when we don't ask



Dixie Green fields a customer's questions by phone.

Troubleshooting



With 22 years' experience at the Corvallis Motor Vehicles Division office, Dixie Green (center) finds troubleshooting second nature. Helping her serve a customer is Lavay Jeffries (right).

recommends its employees wear blue and white.

Communication between DMV management and employees was strained. She applauds Motor Vehicles' progress in improving communication: "Sometimes if I know the reason for change, I'll accept it better. I simply want to know why. It will work better for me if I know the whole problem we're dealing with, not just a part of it."

the people who are doing the job if they have any input from the very beginning."

Communicating changes in DMV-related legislation to field staff, while improved, also needs work, she said. "I don't know how we can get information on new programs more timely. But when customers read about zebra stickers in the newspaper and come to us with questions, not to have the answers is as frustrating to us as it probably is for customers."

But the bad times have been overshadowed by the good times at the Corvallis DMV office. The good times: The man who brought the staff ice cream cones on a hot, summer day. The Chinese customer who delivered a seven-course meal to demonstrate his appreciation for the Corvallis DMV staff's personal care that day. Those memories remain vivid.

For 28 years, Corvallis has been home for Dixie and her husband, Ernie. They're close to their children, a 24-year-old daughter in Corvallis, and a son, 31, in Albany. That's partly why Dixie has chosen not to apply for promotions—that, in addition to her refusal to conduct drive tests, a prerequisite to securing a higher-paying position.

Her preference for staying put perhaps is in response to her upbringing, when her father's military job took her family throughout California and Hawaii. By the time she graduated, she

had attended 13 schools. She's content to be settled down today.

When she's not at the office—or in the grocery store being asked DMV questions—she divides her time between doing yard work and volunteering at Good Samaritan Hospital, where she works in the gift shop. Her break from her public-service job is only a switch in scenery.

So what, you may ask, keeps Dixie at DMV?

"I'm not a flowery person, just plain and simple. Dependable, too. Guess that's why I've been here so long."

RETIREES REPORT

Wayne Landers, Sherwood, office manager, Motor Vehicles Division, retired in 1987

Wayne considers his trip to England two years ago the highlight of his four-year retirement. He stayed with friends while visiting London, and allowed for time in Paris. Back in the United States, Wayne journeys to Reno, Nev., annually, sometimes twice a year.

Golfing—top on his list of avocational priorities—usually has him on



Landers

the golf course four times a week. When not swinging a club, he is teaching himself to play the organ, attending DMV retirement parties and visiting the Sherwood DMV office.

Dave Willhite, Portland, District 2A maintenance supervisor, Highway Division, retired in 1990.

Dave and his wife, Gloria, have taken some short trips since retirement a year ago—to Reno, Nev., and Canada. Avid campers, they plan a camping trip for late this summer and tours of Utah, Arizona and New Mexico this fall.

A woodworker, Dave has recently assembled and finished an oak dining room table and chairs. Retirement "has been greatest thing that has ever happened," he reports.

REMEMBERING

Jay Blair, highway engineer 4, Policy and Planning, Central Services Division, Salem, died Feb. 16. Blair, who was 72, served Highway 32 years before retiring in 1981.

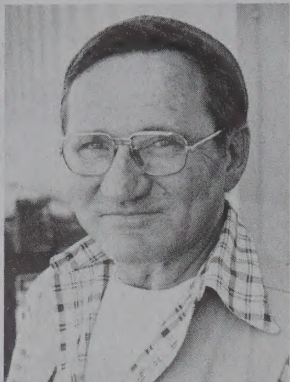
Bill Cole, supervising highway engineer C, Road Design, Highway Division, Salem, died July 9. Cole, who was 68, served Highway 37 years before retiring in 1983.

Bill Rowland, weighmaster 2, Permits and Weighmasters Section, Highway Division, Cascade Locks, died May 31. Rowland, who was 55, served Highway 14 years.

CANDID COMMENTS

Have recent news media articles negatively affected the public's view of ODOT?

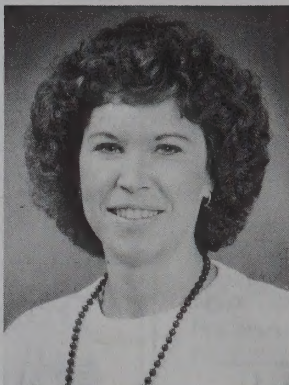
Steve Ross
Commercial Driver License
Program Coordinator
Motor Vehicles Division
Salem



Don James
Highway Maintenance
Supervisor 2
Highway Division
Meacham



Jan Muck
Support Services Supervisor 1
DMV Fuels Tax Branch
Portland



Cheryl Moine
ODOT Citizens'
Representative
ODOT Public Affairs
Central Services Division
Salem

Deena Rutledge
Motor Vehicle
Representative 3
Motor Vehicles Division
Klamath Falls



Steve Ross

Yes, I believe the public's view has been adversely affected by recent news articles. It is unfortunate that the public's impression of an agency can be skewed by the actions of a few people within the agency. Because of this adverse publicity, all ODOT employees will have to work harder to rebuild the public's trust.

Don James

I think the public does get a negative attitude from some of the things that have been printed lately. They are not happy with it, definitely.

Jan Muck

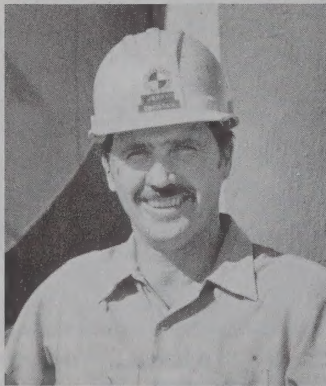
I feel the public knows that there are problems in all places of employment and that in ODOT the good far outweighs the bad. Although several negative incidents have occurred to bring ODOT to the attention of the news media, I don't think it has hurt our image. I feel that the public is well aware that one or two bad apples do not spoil the whole barrel if they are removed as soon as found. ODOT has done just that.

Cheryl Moine

State government is viewed by many as lazy and inefficient; the news media don't always help that image. If they choose to present a matter negatively, the public tends to view it that way. Some will ask questions, giving ODOT the chance to paint a clearer picture and, hopefully, gain approval. Others will allow one or two incidents to cloud their views and continue to criticize the department as a whole.

Deena Rutledge

I think the public is glad to see that we don't put up with unethical behavior in this department. I don't think it has hurt our image to any great degree. There have been some local incidents where we could have looked better if we had responded to the news articles.



Jerry Cnossen
Acting Timekeeper
Highway Division
The Dalles



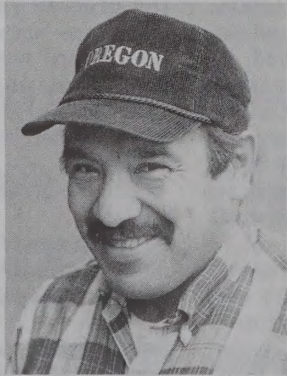
Larry Schoening
Timekeeper
Highway Division
Bend

Phil Rabb
Project Manager
Alsea Bay Bridge Project
Highway Division
Waldport



Greg Chandler
Office Manager/MVR 3
Motor Vehicles Division
Lakeview

Ray Herrera
Transporter
Highway Division
Milwaukie



Jerry Cnossen

I don't believe so, at least not to any great degree. Public perception of our work zones and work quality has a much greater effect.

Ray Herrera

Yes, I think it has been real negative, and made us look corrupt. It makes us look like we don't have too many honest people. Our upper management isn't looking as good as it should; they should be setting examples for the other employees.

Larry Schoening

I don't think so. I have never heard anything negative from the public.

Phil Rabb

They have, but I don't think there will be a long-term effect. We have a pretty good reputation with people, and the problems were handled well. I really think it will go away.

Greg Chandler

I haven't heard any negative comments where I work. We're in a remote location and our area hasn't been affected by negative press. There really doesn't seem to be a concern around here. If there was, we'd hear about it.